

14 MAY 1979

DD/A Registry

79-1676

Executive Registry

79-7290

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater  
Director of Personnel

SUBJECT : Consideration of a Senior Executive Service  
Within CIA

1. The Office of Personnel has completed a review and analyses of a large volume of information on the Civil Service Reform Act and has attended and participated in meetings and workshops held by the Office of Personnel Management on various specific provisions of the Act. From this effort, and without underestimating the potential substantive managerial and administrative impacts involved, we have concluded that conceptually, the basic principles and theories inherent in the provisions of the Act relative to the Senior Executive Service are sound and offer fertile opportunities for improving the effectiveness of CIA's personnel management system. In addition, and of no less importance, it is our view that the institution of Senior Executive Service systems provides participating agencies with strong inducements for the attraction and retention of highly qualified and competent senior officer personnel and a methodology to encourage excellence of performance by relating the level of individual compensation directly to the quality of performance in the context of the relative demands of the job.

2. We, therefore, recommend:

a. that the Agency undertake, at this time, more detailed studies of the Senior Executive Service provisions of the Civil Service Reform Act for possible adaptive application under the Director's statutory authority for CIA;

b. that such studies be conducted by a full-time task force under the purview of the Director of Personnel with designated senior representatives from each of the Directorates and the Executive Career Service;

c. that sufficient time be provided the task force to properly explore and develop proposals on all facets of such a system; and

d. that on completion of such studies, the results and recommendations be submitted to you for consideration and further action.

3. It is suggested that if you agree with my recommendations that this matter be discussed briefly at one of your morning staff meetings and the participants advised that a Director of Personnel representative will be contacting them for the names of their task force appointments. STATINTL

[Redacted]  
Harry E. Fitzwater

STATINTL

APPROVED :

[Redacted]  
Deputy Director of Central Intelligence

23 MAY 1979

Date

DISAPPROVED:

Deputy Director of Central Intelligence

Date

Distribution:

Orig - DDCI (To be returned to D/Pers)

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*Lets have recommendations  
by July 1.*

☐ UNCLASSIFIED

☐ INTERNAL

☐ CONFIDENTIAL

☐ SECRET

Approved For Release 2001/05/01 : CIA-RDP82-00357R000900130009-4

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Harry E. Fitzwater  
Director of Personnel  
5E 58 Hqs.

EXTENSION

6825

NO. *ER 79-7290*  
*79-2937*

DATE

14 MAY 1979

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Officer to the  
DDA  
7D 18 Hqs.

*5/14*

*[Signature]*

3. to 9.,

2.

Acting

3. Associate Deputy Director  
for Administration  
7D 18 Hqs.

*5/14*

*dm*

Harry estimates that about two months will be required to conduct the study he is proposing. At that time he would be able to identify the Agency positions that should be included in the CIA SES and define the mechanism and procedures that should be established to administer the system.

4.

5. Deputy Director for  
Administration  
7D 18 Hqs.

6.

7. Executive Registry  
7E 12 Hqs.

14 MAY 1979

*XR*

Clifford D. May, Jr.  
Acting Deputy Director  
for  
Administration

8.

9. Deputy Director of  
Central Intelligence  
7E 12 Hqs.

*5/14/79*

*5/14/79*

*Approved for*

*VP*

10.

11.

MAY 1979

*DD / Pers*

*K*

ILLEGIB

12.

13. Director of Personnel  
5E 58 Hqs.

24 MAY 1979

*[Signature]*

14.

15.

*DD / Pers / P & C*